

EXECUTIVE POSITION PROFILE

Chief Executive Officer



This search is being conducted by:

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I. Overview

Vetted Solutions is recruiting and evaluating candidates for the position of **Chief Executive Officer** for *Hemophilia of Georgia*, a self-sustaining nonprofit organization dedicated to providing services and support for people with inherited bleeding disorders. This position is based at the organization's headquarters office in the northern suburbs of Atlanta.

Opportunity

This is an exciting opportunity for a seasoned executive to lead an outstanding 41-year-old, \$65 million organization that has grown from a staff of four to a staff of 42, serving more than 1,400 individuals with bleeding disorders. The organization provides specialty pharmacy services, outreach and education. It facilitates the shipment of donated products from

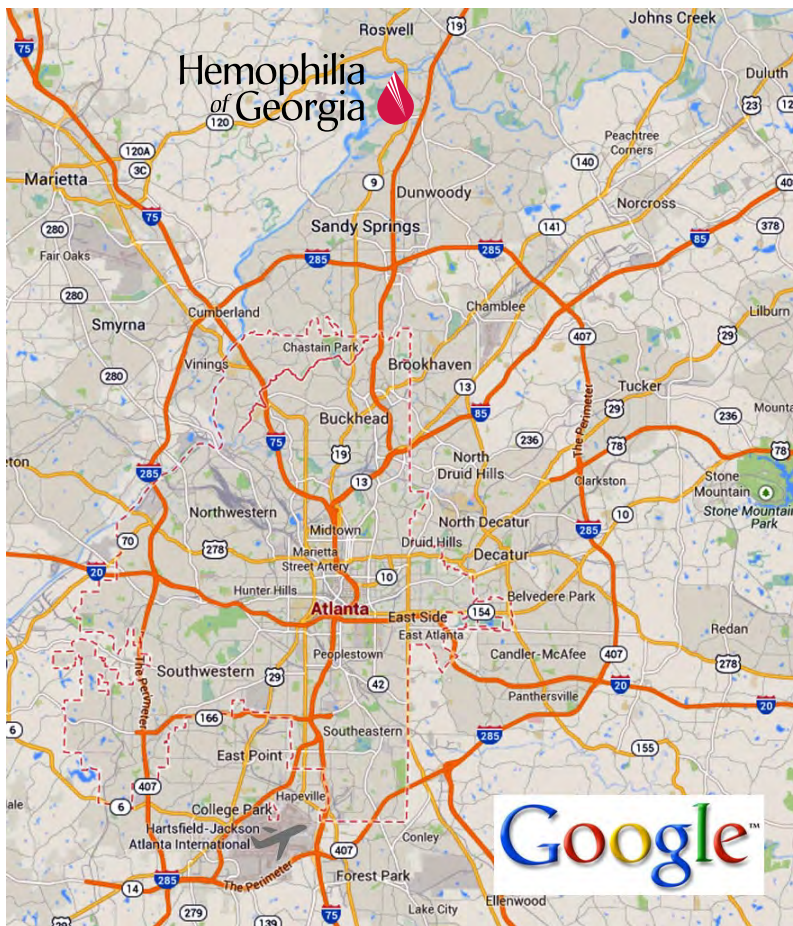
the World Federation of Hemophilia to countries that otherwise would have no access to care and treatment. And it funds treatment centers and research, as well as running Camp Wannaklot, the largest single-state camp in the country for children with bleeding disorders.

Building on this strong history, the incoming CEO, who will follow a retiring long-tenured executive, will have the opportunity to maintain and expand the services currently offered in a vibrant and innovative environment based in the Atlanta suburb of Sandy Springs.

Hemophilia of Georgia is seeking a business savvy, visionary leader with excellent interpersonal and communication skills, who will work closely with the Board of Directors and staff to advance the mission of HoG to ensure that people affected by bleeding disorders live as normally and productively as possible.

Location

Hemophilia of Georgia's offices are in Sandy Springs, a northern suburb of Atlanta, at 8800 Roswell Road, Suite 170, 25 miles north of Hartsfield-Jackson Atlanta International Airport.



II. Position Description

Scope of the Position

The **Chief Executive Officer** of *Hemophilia of Georgia* is hired by the Board of Directors to implement the strategic goals and objectives of the organization and to provide direction and leadership toward the achievement of the organization's mission and ends developed by the Board of Directors. Key responsibilities include providing guidance and direction to the management team, which is composed of Program, Business, Development, Human Resources and Office Management staff. The CEO gives final approval to major decisions, strategies and plans.

The CEO reports to the Board and has six direct reports – the Vice President of Programs, the Vice President of Finance & Operations, the Vice President of Human Resources, the Director of Training, Research & Advocacy, the Director of Development and the Office Manager.

Experience & Qualifications

- ◆ An undergraduate college degree in a health related or business field; a master's degree preferred.
- ◆ At least five years experience as CEO or senior executive in a healthcare organization, with strong knowledge of reimbursement and service delivery. Experience with Medicaid, managed care and 340B Drug Pricing Program a plus.
- ◆ Excellent communication skills.
- ◆ Demonstrated ability to lead people and get results through others.
- ◆ Ability to prioritize and plan work activities to use time efficiently.
- ◆ A high level of interpersonal skills to handle sensitive and confidential situations, possessing demonstrated poise, tact and diplomacy.
- ◆ Ability to analyze and resolve complex problems at both a strategic and functional level.
- ◆ A "big picture" perspective and familiarity with systems.
- ◆ Ability to supervise and train employees to include organizing, prioritizing, and scheduling work assignments.
- ◆ Proven ability to work effectively in a team environment.
- ◆ Ability to work without supervision, to use independent judgment, and to make appropriate decisions.
- ◆ Ability to develop, plan and implement short- and long-term goals.
- ◆ Ability to read, analyze and interpret practice standards, technical procedures and government standards and regulations.
- ◆ Ability to maintain confidentiality.
- ◆ Ability to delegate work assignments, give authority to work independently, set expectations and monitor delegated activities.
- ◆ Strong background in financial planning, management and budgeting.
- ◆ Federal and/or state advocacy experience.
- ◆ Experience working with Boards of Directors, volunteers, medical community, and federal and state health administrators.
- ◆ A willingness and ability to travel as required.

Key Responsibilities

Board/CEO Relationship

The CEO reports and is accountable to the Board of Directors. As HoG's policy and standard-setting body, the Board utilizes "Policy Governance" principles as its basis for delineating and clarifying the respective roles, responsibilities and accountabilities of the CEO, as well as the Board and its members, officers and committees. The Board is committed to representing the interests of people in Georgia affected by bleeding disorders in determining and codifying written performance expectations for the agency. These are set forth in four categories of governing policies:

- ◆ **Ends** – Results expectations setting forth priorities in terms of benefits and outcomes for and on behalf of the constituents currently and to be served by HoG.
- ◆ **Management Limitations** – Parameters of authority within which the CEO is empowered to manage the operating organization.
- ◆ **Governance Process** – Clarify the Board's own job methods/standards for carrying it out.
- ◆ **Board-Management Delegation** – Describe the Board's relationship with the operating organization, including delegation to and accountability of the CEO, as well as process/systems by which the Board assesses CEO performance.

Team Management

- ◆ Provide leadership and management to ensure that the mission and core values of Hemophilia of Georgia are practiced and maintained.
- ◆ Serve as leader of the HoG management team, which monitors the progress achieved in the agency's strategic plan, prepares the agency's budget, meets on a regular basis to discuss management issues, and implements policies and procedures.
- ◆ Hire, fire, train and evaluate management personnel.
- ◆ Work with managers to develop individualized annual objectives, meeting at least semiannually to review progress.

- ◆ Work with the VP of Human Resources and managers to develop changes to personnel policies and procedures and to review manager job descriptions annually.
- ◆ Provide staff with training opportunities and team-building sessions.

Fiscal Management

- ◆ Work with the VP of Finance & Operations and management team to prepare the agency's annual budget, serving in the lead role in the development of the budget.
- ◆ Review monthly financial statements and compare them to budgeted goals.
- ◆ Serve on the agency's Investment Committee – 403(b) – to review funds and select new retirement funds or to identify a company to manage these retirement funds.
- ◆ Meet with HoG's investment firm to review investments and strategies.
- ◆ Review limits and costs for all professional, office and events liability insurance products.
- ◆ Attend meetings with key insurance companies to obtain network contracts for pharmacy services.
- ◆ Address any management issues raised by auditors and prepare management response.
- ◆ Ensure that audits are sent to state and federal agencies as required.

Strategic Thinking & Leadership

- ◆ Lead the development and monitor progress of the agency's strategic plan.
- ◆ Identify methods to maintain and, if possible, expand HoG's market share in the clotting factor business.
- ◆ Review the progress of each special event/fundraising activity and attend all events.
- ◆ Cultivate corporate and foundation resources and assist in the recruitment of new volunteers.
- ◆ Review final revenues and expenses per event.

(Continued on the next page)

Key Responsibilities *(continued)*

Strategic Thinking & Leadership (cont'd)

- ◆ Provide feedback to the Director of Development in the development of new fundraising activities.
- ◆ Participate in the development of the agency's marketing, programmatic and fundraising brochures and materials.
- ◆ Review all grant proposals and budgets.
- ◆ Assist in preparing program income data for the MCHB grant.
- ◆ Investigate alternative sources of funding.
- ◆ Review and assist in the selection process for the agency's medical, dental and life insurance plans.
- ◆ Actively participate in procuring space, major equipment and any consulting activities for the organization.
- ◆ Provide input to the VP of Programs for treatment center funding, client assistance, program staff issues and concerns, statewide meetings and symposia, Camp Wannaklot, scholarship program, research and client activities.

Governance & Interagency Activities

- ◆ Work with the Board's Nominating Committee to assist in the orientation of new Board members.
- ◆ Attend Board meetings and training sessions.
- ◆ Ensure Board members are in compliance with Board policies.
- ◆ Prepare monitoring/progress reports pertaining to Management Limitations policies and Ends policies.
- ◆ Educate staff annually about Board policies and ends.
- ◆ Serve on the Medical Advisory Committee.
- ◆ Maintain relationship with the Office of Pharmacy Affairs regarding 340B Drug Pricing Program issues.
- ◆ Maintain relationships with the Georgia Department of Community Health.
- ◆ Participate in the ATHN (American Thrombosis & Hemostasis Network), the Hemophilia Alliance and the World Federation of Hemophilia.

Advocacy

- ◆ Contract with HoG lobbyists, both locally and nationally, and provide guidance as to what HoG's issues of concern are for the year regarding the state legislature, Congress and state and federal agencies.
- ◆ Keep abreast of state and national health care issues.
- ◆ Meet with legislators and representatives as necessary to provide input.
- ◆ Work with the Director of Training, Research & Advocacy to identify research projects for the agency to support, meeting with investigators and making recommendations to the Board regarding funding.
- ◆ Ensure appropriate procedures are in place to monitor time and money spent on lobbying efforts and evaluate effectiveness.

Industry Development

- ◆ Review factor inventory, factor sales and accounts receivable reports monthly.
- ◆ Keep abreast of factor pricing and laws that affect pricing and provide government agencies with feedback regarding such laws.
- ◆ Provide technical assistance to other hemophilia agencies in developing home care programs.
- ◆ Meet with pharmaceutical representatives as necessary.
- ◆ Assist in developing policies and procedures to comply with pharmaceutical laws and government policies.
- ◆ Be involved with and aware of all factor/product recalls.
- ◆ Ensure appropriate procedures are in place to manage client assistance program, PHS eligibility and factor recalls.
- ◆ Attend training regarding Medicare/Medicaid reimbursement and 340B pricing.
- ◆ Work with Florida Medicaid to ensure access to the network.
- ◆ Develop regional collaborative partnerships as opportunities emerge.

Measures of Success

Stakeholders surveyed indicated a number of key items as measures of success. Most important was the successful transition of a new CEO into the organization so that the individual is positioned as an inspiring leader of, and spokesperson for, the organization. The Board and staff look forward to another trusting relationship with their CEO. In addition, the following were also identified:

- ◆ Development of productive relationships with key stakeholders, including Hemophilia Treatment

Centers (HTCs), community partners, federal and state legislators and the broader hemophilia network.

- ◆ Growth of pharmacy revenue through successful partnerships with managed care insurers, Medicaid and other third party reimbursement as well as through the 340B Drug Pricing Program.
- ◆ Ongoing success of the expansion of the HoG pharmacy and services in Florida and potentially to other geographies where there is a need.

Personal & Professional Qualities

The successful candidate will possess a wide range of personality traits, work habits, and communication and social skills necessary to work effectively within the nonprofit environment. This person will have both personal and professional integrity, strong communication skills, and a professional appearance and presentation. In addition, the qualified candidate will have a strong desire to succeed in a challenging and complex environment.

Other proficiencies and best practices for the highest performers include:

- ◆ **Strategic vision & thinking:** Ability to position the conferences and events for the future, looking beyond the present situation to conceptualize key trends and identify changing market demands.
- ◆ **Leadership:** Ability to build a sense of shared purpose and commitment in others.
- ◆ **Client/family focus:** A commitment to customer satisfaction, including anticipating needs, providing appropriate education, and developing solutions.
- ◆ **Integrity & compliance:** Can be relied upon to act ethically, to safeguard confidential information, and to adhere to the Hemophilia of Georgia mission and core values.

- ◆ **Relationship building:** Networks outside and inside the organization and builds positive strategic relationships with key individuals and groups.
- ◆ **Coaching & developing others:** Guides others in performing effectively and provides others with development opportunities.
- ◆ **Performance management:** Assists others in setting goals that are challenging and aligned with the broader organization goals; monitors and evaluates others' performance; and provides feedback and reinforces behavior.
- ◆ **Financial skills:** Manages HoG's financial performance and understands key financial indicators.
- ◆ **Recruitment & retention:** Attracts, selects, and retains talented staff.
- ◆ **Creativity:** Ability to address problems and challenges, moving beyond the standard methods and solutions, and keeping HoG ahead of the curve.
- ◆ **Presentation skills:** Communicates effectively with staff, peers, and the Board of Directors.
- ◆ **Continuous learning:** Takes initiative in learning and implementing new concepts, technologies and methods.

III. Organization Review

HEMOPHILIA OF GEORGIA, INC.

HoG is a nonprofit organization dedicated to providing services and support for people with inherited bleeding disorders, including hemophilia and von Willebrand Disease. HoG, as the only agency of its kind in the state, works to enhance clients' care and quality of life, support families and actively pursue a cure through research funding. Over the past 10 fiscal years, HoG's support for research has been more than \$10.3 million. Its offices are located in Sandy Springs, Georgia, north of Atlanta.

HoG's Mission

Hemophilia of Georgia exists so that people affected by bleeding disorders live as normally and productively as possible, abiding by the belief that "it takes more than medicine" to achieve this mission.

History

Hemophilia of Georgia helps people with inherited bleeding disorders that are present from birth and last a person's whole life. While there is treatment, there is as yet no cure. These conditions include hemophilia, von Willebrand Disease (VWD), and certain platelet disorders.

HoG was founded in 1973 as a chapter of the National Hemophilia Foundation, and has since grown to be an independent multi-service agency with a \$65 million annual budget. Its staff of 42 includes outreach nurses, social workers and a nonprofit pharmacy. Today, HoG serves more than 1,400 Georgians with inherited bleeding disorders.

While serving people who have inherited bleeding disorders is HoG's top priority, the organization also ensures funds are dedicated to research that will one day find a cure. One event contributing to that support is the annual Hit 'Em for Hemophilia golf tournament, supported by the Atlanta Braves, which has raised more than \$10 million over the past 25 years. Hemophilia of Georgia also advocates at the state

and federal levels to pass legislation beneficial to the bleeding disorder community.

The current CEO has been active in the national hemophilia community. In 1998, she worked with hemophilia pharmacies nationwide to establish the Hemophilia Alliance to represent their interests with federal government agencies, pharmaceutical companies and Congress.

HoG serves as a regional core center for CDC and MCHB, providing federal funding to hemophilia treatment centers in the Southeast. It was instrumental in forming the American Thrombosis & Hemostasis Network (ATHN), a national organization to collect and house data for research and health outcomes.

The organization works as an active member as well in the international community serving the bleeding disorder community. In recent years, the organization has shipped clotting factor to 77 developing countries, on behalf of the World Federation of Hemophilia and provides technical assistance to organizations in Central and South America.

The HoG Pharmacy

Hemophilia of Georgia operates three pharmacies — the nonprofit Hemophilia of Georgia Pharmacy, the for-profit Beacon Pharmacy and the for-profit Hemophilia of Florida Pharmacy. These pharmacies provide convenient home delivery of clotting factor and other medications at competitive prices. The pharmacies stock a full selection

of clotting factor products and infusion supplies to treat hemophilia, VWD, and other inherited bleeding disorders.

The Pharmacy team has 40 years of combined experience dispensing clotting factor medications and work hand in hand with the Hemophilia Treatment Centers and the HoG outreach nurses to coordinate clients' treatment plans.

The Hemophilia of Georgia and Beacon pharmacies are accredited by the Accreditation Commission for Health Care, Inc. (ACHC). In addition to serving clients living in Georgia, the pharmacy has licenses in Alabama, Alaska, Florida, Illinois, Louisiana, Michigan, Mississippi, Missouri, North Carolina, South Carolina, Tennessee, Texas and Utah.

Outreach Nursing & Social Support Services

A team of outreach nurses provide support and education, making presentations on bleeding disorders to schools, daycare centers, and medical professionals. They provide genetic counseling and information about carrier testing. They offer interested families home infusion training and follow-up. They serve as a source of information on treatments and research protocols. They distribute helmets, knee pads and elbow pads to clients through age 17, and insulated travel kits and supply boxes to all clients.

HoG's team of social workers handles numerous duties serving clients and their families. They provide assistance with personal and financial issues. They deal with funding the purchase of MedicAlert® bracelets, resources to help with the expense of a health insurance policy, assistance with some clinic charges not covered by insurance or Medicaid, and transportation and/or lodging assistance, for clinic

visits, all based on financial need. They facilitate the gaining of scholarships for qualified clients who wish to further their education after high school. Career counseling and vocational testing referrals for interested clients is provided.

Clinic & Research Funding

HoG is involved in numerous initiatives and programs to advance the funding of clinics and researchers involved with bleeding disorders and to advance the cause of people with these disorders. This includes:

- ◆ Funding for the comprehensive care of bleeding disorders in adults and children, as well the purchase of equipment and provision of staff and educational materials, at clinics at Emory University and Children's Healthcare of Atlanta, at The Children's Hospital at Memorial University Medical Center in Savannah, and at Georgia Regents University in Augusta.
- ◆ Funding of research on hemophilia and VWD and the complications they can cause.
- ◆ Membership in the National Hemophilia Foundation and the World Federation of Hemophilia.

Camp Wannaklot

Camp Wannaklot is a week-long residential summer program partnering Hemophilia of Georgia with Camp Twin Lakes in Rutledge, 50 miles east of Atlanta. Twin Lakes staff provide facilities, programming and personnel for specialized programming and food service. More than 100 HoG volunteers help run the camp, and numerous sponsors make the camp week possible. It is the only camp in Georgia and the largest single-state camp in the country providing children with inherited bleeding disorders the chance to enjoy a traditional camp experience in a special and safe environment.

Publications, Educational Services & Information

Clients and their families depend on Hemophilia of Georgia for the resources needed for informed healthcare choices. HoG publishes *The Hemophilia, von Willebrand Disease & Platelet Disorders Handbook*, a free online resource for the bleeding disorder community, as well as an award-winning monthly newsletter, *Horizons in Hemophilia*. For physicians and other medical providers, HoG publishes *Protocols for the Treatment of Hemophilia and von Willebrand Disease*.

Other resources and information include:

- ◆ The HoG blog (hog.org/blog).
- ◆ The *Health Hints from Hemo & Friends* activity book and *Factor Fido & Calendar Cat Learn Infusion* coloring book for younger children.
- ◆ An assortment of literature about hemophilia, VWD, hepatitis and HIV available to clients and the broader population of Georgia.
- ◆ Guidelines for treatment of bleeding disorders for local emergency rooms and physicians.
- ◆ A physician-to-physician hotline available 24 hours per day for Georgia physicians who need emergency treatment information.

Staff Leadership

- ◆ **Patricia (“Trish”) Dominic**
Retiring Chief Executive Officer
- ◆ **Maria Manahan**
Vice President of Finance & Operations
- ◆ **Karen Geney**
Vice President of Human Resources
- ◆ **Ruth Brown**
Vice President of Programs
- ◆ **Amy Bretherton**
Director of Marketing & Communications

- ◆ **Leigh Carpenter**
Director of Pharmacy
- ◆ **Jeff Cornett**
Director of Training, Research, & Advocacy
- ◆ **Gail Day**
Director of Social Work
- ◆ **Kirstin Downie**
Director of Development
- ◆ **Jason Shipp**
Director of Information Technology
- ◆ **Millie Rondon**
Office Manager

Board of Directors, 2014-2015

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VICE CHIEF GOVERNANCE OFFICER

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Arthur Herman

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Hiram “Hikie” Allen, IV

Janet Glass

Amy Greene

John Mitchell

Tom Singh

Neca Smith

EMERITUS DIRECTOR

Bob Carton

Web Presence

Hemophilia of Georgia can be found online at:

www.hog.org

The organization has an additional online presence on [Facebook](#), [Twitter](#), and [YouTube](#).

VettedSolutions

IV. About Vetted Solutions

Vetted Solutions is a Washington, DC-based executive search firm specializing in association and nonprofit recruiting and consulting. We focus on senior staff and CEO positions with trade associations, professional societies, association management companies, nonprofit organizations, and those organizations that serve them.

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